

Minutes of the Imperial College Union
Board of Trustees
14 January 2016
Meeting room 3, 16.00

Present:

Lay Trustee - Chair	Julia Higgins (JH)
President	Lucinda Sandon-Allum (LSA)
Council Chair	Richard Cameron (RC)
Lay Trustee	Neil Sachdev
Lay Trustee	Colin Kerr (CK)
Lay Trustee	Kate Owen (KO)
Student Trustee	Zain Rizvi (ZR)
Alumni Trustee	Andy Heeps (AH)
Deputy President (Clubs & Societies)	Ben Howitt (BH)
Deputy President (Education)	Chun Yin San (CYS)
Deputy President (Finance & Services)	Chris Kaye (CJK)
Deputy President (Welfare)	Jennie Watson (JW)

Permanent Observers

Managing Director	Joe Cooper (JC)
Governance Manager – Clerk	Rebecca Coxhead (RJC)
Observer: Jill Finney – Lay Trustee elect, Head of Student Voice and Communications – Alex McKee	
Apologies: Student Trustee Serena Yuen (SY), Student Trustee John Winters (JL)	

1. CHAIR'S BUSINESS & APOLOGIES

NOTED:

- a) As JH, CK and JW are about to come to the end of their term, the compositions of the sub committees are as follows:
- b) The compositions of the sub committees of Board are as follows:

Finance and Risk Committee

Lay Trustee - Chair (6 month term)	Jill Finney
Deputy President (Finance & Services)	Christopher Kaye
President	Lucinda Sandon-Allum
Council Chair	Richard Cameron
Student Trustee elected	Zain Rizvi

Appointments and Remuneration Committee

Lay Trustee - Chair	Kate Owen
Deputy President (Welfare)	Jennifer Watson
President	Lucinda Sandon-Allum
Deputy President Clubs & Societies	Benjamin Howitt

Governance

Alumni Trustee - Chair	Andy Heeps
Deputy President Clubs & Societies	Benjamin Howitt
Deputy President (Education)	Chun Yin San
President	Lucinda Sandon-Allum
Council Chair	Richard Cameron
Student Trustee elected	Serena Yuen

2. DECLARATION OF CONFLICT OF INTEREST – none

3. MINUTES OF LAST MEETING – 29 October 2015

NOTED:

- a) The committee agreed to pass the presented minutes as an accurate reflection of the last meeting.

RESOLVED:

- 1) **To pass the minutes of the last meeting.**

4. MATTERS ARISING

NOTED:

- a) The Communications Sub Committee Terms of Reference were agreed by the Board.

RESOLVED:

- 1) **To accept the Communications Committee Terms of Reference (See appendix)**

ACTION:

1. **RC to set the timetable for the meeting with JF and approach Board members to see who wishes to become a member.**

5. FINANCE AND RISK COMMITTEE MINUTES – 15 OCTOBER 2015 & 15 DECEMBER 2015

RECEIVED: The Minutes and Management Accounts were presented by CK

NOTED:

- a) The Finance and Risk Committee recommended to Board to pass the Management Accounts.
- b) The Head of Finance and Resources will be providing regular updates on the Risk Register.
 - i. It was reiterated that the Board should be approving the Risk Register annually.
- c) Clubs, Societies & Project Board budgeting runs to an earlier timetable to Union budgeting which brings challenges in regards to setting a funding figure when the Union does not know what its grant will be.
 - i. Finance and Risk Committee wished to bring the decision to increase the assured amount of funding to Clubs, Societies and Projects to Board however; this is not normally the case.

- ii. The Committee recommended that the increase of £15 000 was manageable.
- iii. It was recognised that overall Clubs, Societies and Projects have been well funded.

RESOLVED:

- 1) **A general CSP Grant allocation of £345,000 to be allocated in accordance with the CSP Budgeting Policy.**
 - 2) **A preliminary allocation of £8,000 to be allocated to CSP Printing, with the amount to be reviewed after CSPs have submitted their budgets.**
- d) Board gave huge thanks to CK chairing of the Finance and Risk Committee during his term of Lay Trustee.

RESOLVED:

- 1) **To pass the presented minutes and management accounts.**

6. APPOINTMENT AND REMUNERATION COMMITTEE MINUTES – 18 NOVEMBER 2015 & 10 DECEMBER 2015

RECEIVED: The minutes were presented by NS and JH

NOTED:

- a) The closing date for Managing Director applications is 4 February. Preliminary interviews will follow with final interviews taking place on 2 March.
 - i. Candidates will be presenting to a panel comprising of students and Union staff.
 - ii. John Neilson has offered to speak with the final candidates but is not available to sit on the panel.

RESOLVED:

- 1) **To pass the presented minutes.**

7. APPOINTMENT OF STUDENT TRUSTEES

RECEIVED: The paper was presented by LSA and JC

NOTED:

- a) JW stated that she personally knows one of the students but had no involvement in the recruitment process.
- b) It was suggested that the appointments be for one year in the first instance.
- c) The appointment process could potentially be moved to the Summer Elections. This is something that the Appointments and Remunerations Committee could consider.

RESOLVED:

- 1) **To recommend to Union Council that Tim Seers and Alexandra Raposo to Union Council to be appointed as a Student Trustee.**

ACTION:

- 1. **LSA to put forward Tim Seers and Alexandra Raposo to Union Council to be appointed as a Student Trustee.**

8. OFFICER TRUSTEE REMUNERATION

RECEIVED: The paper was presented by AMK

NOTED:

- a) Student Trustees were asked to leave after the discussion with the Officer Trustees if they were thinking of standing for an full time officer role.
- b) Option A would require the Union to demonstrate the requirement of living in halls being instrumental to the role and it could be challenged that it is not necessary.
- c) Over the past 11 years, there are very few occasions that at least 1 Officer has chosen to live out, more often, it is an equal split of those living in and living out.
- d) Some officers living in halls do actively engage in the halls community, it relies on the person wishing to participate and contribute.
- e) If the decision of the Board not be option A, the Union would still assist officers in securing a room in halls should they wish to live in.
 - i. It is unsure how the financing would work but it is assumed that the payment plan would be in line with students living in halls.
- f) The current Officer Trustees made the point that the financial compensation was not a major consideration when putting themselves forward for the role but it did make life easier that they did not have to worry about finding accommodation.

At this point, the Officer Trustees and ZR left the room

- g) It was agreed that Board should encourage but not enforce officers to live in halls as this would be a barrier for some members and as such option A was ruled out.
- h) The Board agreed that option C was not feasible and if option B was agreed, this would still make the officers the highest paid in the movement.
- i) It was agreed that option B is the best proposal for remuneration.

RESOLVED:

- 1) The Union continues to pay the equivalent gross cost for each FTO as a wage which is Level 3a Point 22**
- j) It was highlighted that the change to remuneration needs to be communicated positively.

9. INTERIM ARRANGEMENTS

RECEIVED: The paper was presented by JC

NOTED:

- a) The paper highlighted solid working practices being put in to place to back fill the vacancy.
- b) It was recognised that the Union is not being put at risk with the departure of the Managing Director which shows a healthy and robust organisation.
- c) It is most likely that the Managing Director will be in place around the same time as Officer Handover.

RESOLVED:

- 1) That the Board note the interim arrangements as outlined in this paper**

ACTION:

1. Board to receive updates from the interim Managing Director at each meeting during the interim period

FORECAST 2015/16

RECEIVED: The paper was presented by JC

NOTED:

- a) The Finance and Risk Committee have received and scrutinised the document at the last meeting.
- b) The presented forecast takes in to account the additional expenditure approved by Board.
- c) Budget holders are still in the mind set to maximise revenue and reduce costs.

RESOLVED:

- 1) Board noted the Forecast.**

10. ADVICE CENTRE REVIEW

RECEIVED: The report was presented by AMK

NOTED:

- 1) The appointed Caseworker starts on 8 February. The area of speciality will be financial and housing advice to begin with. Their background is from Citizens Advice so will be able to use that knowledge base to build a portfolio of services.
- 2) There are opportunities to build strategic partnerships with College in regards to service deliveries. This will not be at the detriment of the independent and impartially that is vital to the Union's advice provision.
- 3) The Union is engaging with the College's Support Services review.
- 4) The officers are involved in the Vice Provost (Education) interviews which will give them the opportunity to shape the future relationship with the successful candidate.
- 5) The College does have a strong support culture, such as Personal Tutors, wardens and counselling services; however there is opportunity to improve the delivery of these services.

RESOLVED:

- 1) The Board noted the review.**

11. STUDENT DEVELOPMENT UPDATE

RECEIVED: The paper was presented by JC

NOTED:

- a) In regards to how the Union compares with other institutions, there is still the opportunity for the culture of student development to grow.
- b) It was requested that a benchmark as to where the Union is compared to other institutions.

RESOLVED:

- 1) The Board noted the update.**

12. MANAGING DIRECTOR REPORT

RECEIVED: The report was presented by JC

NOTED:

- a) Acknowledgment was given for the substantial transformation that JC had lead during his time as Managing Director.
- b) The Board wished JC all the best for the future and in his new role.

RESOLVED:

- 1) To accept the presented report.**

13. OPERATING PLAN

RECEIVED: The plan was presented by JC

RESOLVED:

- 1) To accept the Operating Plan.**

14. COUNCIL CHAIR REPORT

RECEIVED: The report was presented by RC

NOTED:

- a) It was suggested that members of the Board could attend meetings of Council so that they are able to see how it operates and also so they can be introduced to Council members.
 - i. RJC will send the Council dates to Board members.
- b) Quorum has been difficult to achieve for the past few meetings which is troublesome for getting decisions passed.

RESOLVED:

- 1) To accept the report.**

15. OFFICER TRUSTEE REPORT

NOTED:

- a) The inclusion of LSA on the interview panel and CY hosting a student panel for the appointment of the Vice Provost (Education) is evidence of the trust and respect that College have towards to Union and officers.
- b) Week 0 discussions are still occurring.
 - i. There is a consideration for lost income for College commercial services due to the loss of one week of halls accommodation income.
 - ii. Consideration needs to be given in regards to the implication on student visas.
- c) There is no progress in regards to White City teaching plans.
- d) College as rent guarantors discussions are moving forward.
- e) The Provost has made a public promise for gender equality which is extremely positive.

RESOLVED:

- 1) To accept the report.**

16. ANY OTHER BUSINESS

17.1 END OF TRUSTEE TERMS

NOTED:

- a) JH reflected on the 6 years of change during her term as Chair and thanked current and former members of the Board in bringing the organisation through a journey of challenges and celebrations.
- b) AH thanks JH for her inspiring leadership during times of radical change and her support of the student officers and advocacy for Women in Science. JH has left the Board in a situation

Approved as a correct record at a meeting
of the Trustee Board on

_____15/16

_____ Chair of the Meeting

APPENDIX

Communications Committee

Terms of Reference

Membership

The committee shall be appointed in accordance with the Constitution, by the Board of Trustees Chair and shall contain up to six members, including one External Trustee and one Student Trustee.

The President and Head of Student Voice & Communications are ordinarily expected to attend and report to meetings of the committee.

Purpose

The Communications Committee has delegated responsibility on behalf of the Board of Trustees, for the Union's overall communication strategy. Specifically, it has responsibility for ensuring that the Union regularly reviews its approach to how it communicates with its membership, including the Union website, social media and printed documents such as our Impact Reports and Annual Report. It also is responsible for reviewing how we support campaigns, both Union and student-led, how they are approved and how we measure their impact and success. The committee is not responsible for approving campaigns, instead the process by which they are approved.

Remit

1. To receive an annual review of the Union's website and associated recommendations for improvements and changes
2. To agree the Union's strategic approach to Social Media, including reviewing the Social Media strategy
3. To annually review the Union's strategic approach to printing documents such as start-of-session handbooks, Impact Reports and Annual Reports
4. To approve the Union's strategic approach to communicating the role of Officer Trustees and raising the awareness of them amongst the membership
5. To approve the Union's brand and brand guidelines, advising the Board of Trustees of any changes that may be necessary
6. To annually review the Union's Key Communication Messages
7. To receive results and analysis from Union run surveys such as the Student Experience Survey and Union Survey
8. To annually review the Union's strategic approach to the approval and support of student-led campaigns
9. To review the impact and outcomes of conducted campaigns
10. Other decisions as delegated by the Board of Trustees

Annual Work Plan

March

Brand Guidelines Update

Campaigns Update

Review of the Union's printed materials

June

Union Website Content and Audience Audit

Campaign Outcomes Review

Union Survey Report and Action Plans

September

Communicating the Role of Officer Trustees

Review the Union's approach to approving student-led campaigns

Elections Communications Review

December

Review of the Union's Key Communication Messages

Social Media Review

Campaigns Update